



Woollahra Municipal Council

Annual Report

2016/17

Part 2 –

Delivery Program and Operational Plan

Part 2 Delivery Program and Operational Plan

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Integrated Planning Framework

Woollahra Council's integrated planning and reporting framework comprises our Community Strategic Plan and our combined Delivery Program and Operational Plan, all supported by our Resourcing Strategy. Our Annual Report is our report to the community on our achievements for the year. Part 2 of our Annual Report focuses on the implementation of our Delivery Program and Operational Plan.

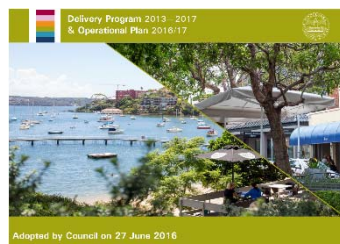


Woollahra 2025 is our Community Strategic Plan that has been developed by Council in consultation with the Woollahra community.

It presents a long term vision for Woollahra and is structured around five broad interrelated Themes, each of which is supported by a range of Goals and Strategies.



The Resourcing Strategy comprises Council's Asset Management Strategy, Long Term Financial Plan and Workforce Management Plan.



Our Delivery Program and Operational Plan identifies a number of Priorities and Actions in response to the Themes, Goals and Strategies identified in Woollahra 2025, to relay Council's commitment to the community over the extended five year term (2012 to 2017) of Council. Council has combined its Delivery Program and annual Operational Plan into one document for ease of reference.

Quarterly progress reports are presented to the Council and community in relation to the Delivery Program and Operational Plan.



Our Annual Report provides a year in review and is prepared within five months of the end of each financial year in accordance with the requirements of the Local Government Act 1993.

Delivery Program and Operational Plan – Key achievements for the year ended 30 June 2017

Part 2 of the Annual Report highlights our key achievements during 2016/17 in relation to our Goals, Priorities and Actions included in Council’s combined Delivery Program 2013 to 2017 and Operational Plan 2016/17.

The Local Government Act 1993 requires Council to report on the effectiveness of the principal activities undertaken and on achievements in implementing the Delivery Program and Operational Plan.

Council’s integrated planning and reporting Framework forms the structure for reporting to the community and is explained below.

The Community Strategic Plan, *Woollahra 2025*, presents a vision for the Woollahra Local Government Area and is structured around five Themes. Themes are supported by Goals and Strategies.

Woollahra 2025 – Five Themes are:



Our combined Delivery Program and Operational Plan supports *Woollahra 2025* by identifying Priorities and Actions to implement under each of the Themes, Goals and Strategies in *Woollahra 2025*. Priorities demonstrate Council’s commitment to the community by detailing what Council will do over the electoral term to achieve the Goals and Strategies. Priorities are supported by one year Actions which identify what Council plans to undertaken annually.

Snapshot of 2016/17 Actions

During 2016/17, Council reported on 105 Actions in the Delivery Program and Operational Plan.

As at 30 June 2017 64% were completed or in progress, 32% ongoing and only 4% deferred or not commenced.

STATUS	# of Actions	%
Completed	41	39.0%
In Progress	26	24.8%
Ongoing	34	32.4%
Deferred	2	1.9%
Not Commenced	2	1.9%

In addition to the above Actions, Council also committed to 194 Capital Works Projects during 2016/17. The status of Capital Works Projects is reported in Part 5 of the Annual Report.

THEME: Community well-being

Our **Theme: Community well-being** outlines Council's commitment to community well-being through the planning, facilitation and provision of appropriate community and cultural services and facilities throughout the Municipality.

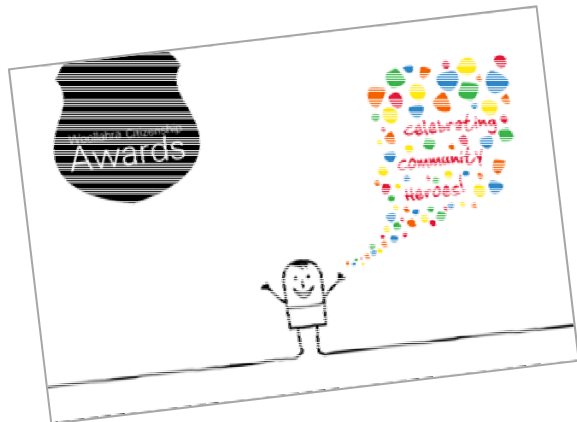
Our **Theme: Community well-being** consists of 3 Goals being:

Goal 1: A connected and harmonious community

Goal 2: A supported community

Goal 3: A creative and vibrant community

Our Goals are supported by a number of Delivery Program Priorities and Operational Plan Actions.



Goal 1: A connected and harmonious community

Our Goal for 2025 is that:

‘Woollahra will be a community where people care for each other, have a sense of belonging and can contribute meaningfully to their community and neighbourhood through participation in community life’

Goal 1 is supported by 11 Priorities in the Delivery Program and included 7 Actions in the 2016/17 Operational Plan.

**Goal 1: A connected and harmonious community
Action Status as at 30 June 2017**

STATUS	# of Actions	%
Completed	5	71.4%
In Progress	-	-
Ongoing	2	28.6%
Deferred	-	-
Not Commenced	-	-

HIGHLIGHTS for **Goal 1: A connected and harmonious community** in 2016/17 include:

- Community Services continued to encourage respect and support for social and cultural diversity through promotion and provision of inclusive events, programs and activities. In November 2016, Council hosted a successful cultural day celebration, ‘French Soiree’ in Kiaora Lane, Double Bay that was attended by approximately 4,500 people.
- In 2016/17 Council continued its commitment to supporting local cultural and community projects and activities through the provision of \$78,854 in community grants to community-based organisations and local primary schools (a table is provided in Part 3 of the annual report). A Section 356 grant was also made to the Holdsworth Street Community Centre of \$928,838 to assist the organisation to provide a range of programs and services to the Woollahra community.
- Council facilitated community participation and a partnership for International Women’s Day 2017. In March 2017, in partnership with the Australian Centre for Photography, Council hosted a photography workshop and exhibition, ‘Women of Woollahra’ which attracted 50 participants. Council also hosted a networking lunch for local services working with women and children which was attended by 16 participants.
- Council’s 10 community venues continued to grow in popularity with high usage levels at peak times by community groups and individual hirers across 2016/17.

- The 2017 Citizenship awards were presented at a Community Leaders' Reception, hosted by the Mayor, Councillor Toni Zeltzer in March 2017. The Mayor presented 8 awards on the night. The Woollahra 2017 Citizen of the Year was awarded to Gregory Andrew Solomon, posthumously.
- Council continued to provide support for volunteers through promotion and provision of information and services for the volunteering sector and support to voluntary organisations and networks. Council had 300 volunteers contributing across the functional areas of Bushcare, Library, Community and Cultural Development. New volunteers were recruited and trained to assist with events, programs and general library service at the Woollahra Library at Double Bay.
- Council celebrated Neighbour Day in March 2017 by supporting 6 local organisations to host free inclusive social activities during March including BBQs and picnics in the park, clean up Australia Day initiatives and kids craft activities.
- NAIDOC week was held in July. In celebration of the theme 'Songlines: the living narrative of our nation', Council hosted two aboriginal didgeridoo and dance workshops at Woollahra Library at Double Bay. There were 75 attendees across the two workshops. Craft sessions highlighting NAIDOC week were also hosted at all library locations during the winter school holidays.
- Council continued its active membership of the Eastern Region Local Government Aboriginal and Torres Strait Islander Forum which supports the regional Pauline McLeod Reconciliation Awards. The Awards night was a huge success with over 250 people in attendance on 26 May 2017.



Goal 2: A supported community

Our Goal for 2025 is that:

‘Woollahra will be a place where people have access to a range of effective and diverse social services and programs that meet the changing needs of our community’

Goal 2 is supported by 12 Priorities in the Delivery Program and included 8 Actions in the 2016/17 Operational Plan.

**Goal 2: A supported community
Action Status as at 30 June 2017**

STATUS	# of Actions	%
Completed	5	62.5%
In Progress	-	-
Ongoing	3	37.5%
Deferred	-	-
Not Commenced	-	-

HIGHLIGHTS for **Goal 2: A supported community** in 2016/17 include:

- Woollahra Preschool continued to operate at capacity and provide a high quality education program in keeping with the Early Years Learning Framework with positive feedback from families. During the year Council reduced fees for eligible families in line with increased funding from NSW Department of Education and Communities aimed at improving access and affordability.
- Since the April 2014 Child Care Needs Study was undertaken, 5 new centres have opened and 2 have expanded resulting in an additional 343 new places becoming operational across the Woollahra local government area. The deficit of 361 places identified in April 2014 has been reduced to 18 in April 2016. The 2021 forecast gap of 653, assuming no additional supply, has been reduced to 310.
- The Rose Bay and Rushcutters Bay walking groups continue each week on Wednesday and Friday morning gaining new members every few weeks. A third afternoon walking group is being considered.
- In June Council hosted an Access Forum ‘Windows of Opportunity’ to support families of children aged 0-5 with concerns about their child’s development. Council also hosted a successful Child Restraint Checking day in partnership with RMS in Cooper Park. This was the second year this event was held, funded by the RMS. 47 seats were checked and correctly fitted on the day. Council also provided 2 CPR and First Aid courses for parents and carers of young children.

- Council continued to support Miroma and Holdsworth with premises and funding to provide programs for people with limited mobility.
- Council's Easy PC program, renamed Tech Connect: Student Support, continued successfully with Computer Skills classes at Woollahra Library at Double Bay, supported by GAP students from Ascham, in addition to the program run from the School.
- Findings from the Aged and Disability Needs Study, undertaken in 2016, informed the development of Council's Disability Inclusion Action Plan which was adopted on 26 June following public exhibition in May. The Plan is available on Council's website.
- Council continued to support Holdsworth Community Centre's provision of community transport in the Woollahra area and also supported the Sir Roden and Lady Cutler Foundation with a community grant for their 'Pick Me Up' service which provides free door-to-door medical related transport to people in the Woollahra LGA who are physically, mentally, socially and financially disadvantaged.
- During 2016/17, Council hosted a number of workshops including a 'Your Brain Matters' workshop in partnership with Alzheimer's Australia in September and Mental Health First Aid training during May.
- Council worked to raise awareness about violence against women through White Ribbon Day activities in November. This included a Respectful Relationships Breakfast in partnership with the Community of Schools in the eastern suburbs.
- Council continues to participate in and contribute to the Eastern Sydney Suicide Prevention Network which aims to raise the awareness of information and support services in the area and to de-stigmatise mental health.
- On 28 July in partnership with Jewish Care we ran a 'Understanding Your Teen' seminar. The seminar equipped parents with knowledge around teen biological and emotional behaviour, and language to use with teens to create healthy relationships. The seminar was held at Woollahra Library at Double Bay with 40 attendees. Staff also partnered with neighbouring councils to coordinate a regional professional development workshop for youth services about pornography, addiction, brain development, social and emotional impacts for young people.
- Youth Week 2017 saw Council's continuing partnership with WAYS celebrate locally via the Bondi Blitz. Over 2,000 young people attended this event in April.
- In May 2017, Woollahra Libraries introduced a new monthly 'Maker Creator' program, with a focus on STEAM [Science, Technology, Engineering, Arts and Mathematics] activities and aimed at 12-18 year olds. It has been well attended to date.

- Woollahra Library at Double Bay hosted HSC Study sessions from 4 -27 October, 2016 with 865 young people attending. The Library was open exclusively to HSC students as a study location for exams, food and drinks were also provided. The Library also continued to participate in the Eastern Suburbs Library Co-op comprising Randwick, Waverley and Woollahra Libraries which organises the HSC and Education Forum in March, and 'Ride the HSC Wave' program in May-June 2017.



HSC study session

- Council continues to provide a Home Library Service to 86 individual members and 5 nursing homes, utilising both staff and volunteer assistance. The service aims to reduce social isolation by hosting special events for the members during the year.

Goal 3: A creative and vibrant community

Our Goal for 2025 is that:

‘Woollahra will be a place where people of all ages and backgrounds have access to lifelong learning opportunities, cultural and community activities. We will support local creativity, cultural pursuits and creative talents’

Goal 3 is supported by 7 Priorities in the Delivery Program and included 16 Actions in the 2016/17 Operational Plan.

**Goal 3: A creative and vibrant community
Action Status as at 30 June 2017**

STATUS	# of Actions	%
Completed	8	50.0%
In Progress	3	18.8%
Ongoing	5	31.2%
Deferred	-	-
Not Commenced	-	-

HIGHLIGHTS for **Goal 3: A creative and vibrant community** in 2016/17 include:

- Woollahra Libraries celebrated a very successful year, mostly due to the opening of the new Woollahra Library at Double Bay in May 2016. The Library Service had a total circulation of 585,387 loans in 2016/17, which represents a 39% increase on 2015/16. According to the Standards and Guidelines for NSW Public Libraries listed in ‘Living Learning Libraries’, **Circulation per capita:** Woollahra Libraries has 9.78 circulation per capita which exceeds the Exemplary Benchmark of 7.71. Whereas, a total of 736,891 people visited Woollahra, Paddington and Watsons Bay Libraries during 2016/17, an increase of 108% compared to 2015/16. According to the above Standards, **Visits to Library per capita:** Woollahra Libraries has 12.3 visits per capita which is more than double the Exemplary Benchmark of 5.4. The Library has a total membership of 25,847, which represents 43% of Woollahra’s population and in accordance with the State Standards, **Borrowers as Percentage of Population** meets the Baseline benchmark.
- The Children’s program is a popular service which consists of Rhyme Time for 0-2 years, Storytime for 3-5 years, Kid’s Club (renamed Mini Makers Club) for 6-10 years and the new Baby Time for babies 0-18 months. Attendance at these programs across all service points increased by 33% during the last twelve months due to additional programs now offered at Woollahra Library at Double Bay. Other successful Children’s and Young Adults activities and events held included:

- Children's Book Week;
- Roald Dahl Day;
- Summer Reading Club;
- Quarterly Pick-a-Flick
- Harmony Week interactive performances



Harmony Day celebration at Woollahra Library at Double Bay

- Children's Book Week;
 - Roald Dahl Day;
 - Summer Reading Club;
 - Quarterly Pick-a-Flick
 - Harmony Week interactive performances
- The cultural and community grants program aimed to increase community engagement through the Woollahra Philharmonic Orchestra Program and Chamber Proms, Art Month Sydney, Jewish Arts festival, Little Things art competition and the Reelise Film Festival.
- Woollahra Libraries continued to provide an exciting range of adult focused programs and events in 2016/17 including:
 - The popular Writers & Readers program of author talks;
 - Tea Topics;
 - The 55+ Club;
 - Culture Vulture;
 - Writer development events; and
 - Technology and business learning events.
- In February 2017, Woollahra Libraries launched the Digital Literary Award, a new national literary award designed to support and reward bravery in Australian publishing. The Award invited entries that were digitally born (published online or in ebook form in the first instance). 65 entries were received and the winners were announced at an Awards evening on 27 June 2017. Judges Pip Smith (novelist and poet) and Sam Twyford Moore (features writer and former Director of the Emerging Writers Festival) were present at the Awards ceremony, which was hosted by our Mayor Toni Zeltzer and ABC Radio Presenter Michaela Kalowski.
- The Digital Management System EMu, launched with the opening of Woollahra Libraries at Double Bay in May 2016, continues to have further digitised materials added to its database. Over 2,000 individual photographic records were catalogued and uploaded to the database during this financial
- The 28th Poets Picnic was held in February 2017 with the theme *Journeys*. Hosted by Simone Whetton, performers included celebrated Australian poets Geoff Page and John Tranter, along with Sydney poets Eileen Chong, Elizabeth Allen, Paolo Totaro and Erine Martine and local slam winner of the 2016 Double Bay heat of the National Poetry Slam, Marie McMillan. Student performers from Kincoppal Rose Bay, Moriah College, Ascham, Sydney Girls' High School and Rose Bay Secondary College also took part in the event.

year providing 24/7 access for the public to these materials. To further promote our Local History collection, the Library has also held monthly "Discover your Local History" workshops, which have proved extremely popular, with sessions booked out well in advance. Workshops have included topics such as Researching your House History, Recording Oral Histories and Preserving your Treasures. Over the past year, 158 people have attended the workshops.

- Council endorsed the renewal of the Paddington Library agreement with City of Sydney Council for the period 1 July 2017 to 30 June 2019, with consideration for a further 2 year option on 10 April 2017. The City of Sydney also resolved to continue with the Paddington Library agreement at their meeting on 26 June 2017. This has been a very productive partnership resulting in a high quality Library service for the local Paddington community.
- Submissions for the 2017 Woollahra Artist in Residence program was completed with residencies awarded to artists Ariella Friend, Sarah Carter-Jenkins, Kevin Platt and Bahman Kerman, who commenced their residency in March 2017. The 2016 Artist in Residence showing was held at Woollahra Library at Double Bay from 21 December 2016 to 29 January 2017 and featured their selected works as well as those works created or contributed to by over 180 local residents.
- The 2016 Woollahra Small Sculpture Prize attracted a large number of entries and the 46 shortlisted finalists were selected for exhibition by judges Barry Keldoulis, Rhonda Davis and Wendy Whiteley OAM from 614 entries. The prize was awarded to Sydney artist Todd Robinson for his work, Psychic Staircase.
- The Youth Photographic Award and Short Film Prize 2016 launched on 15 September. The event was attended by 70 students, families and teachers, as well as both judges, Rex Dupain and Lulu Pinkus, and additional prize donors Eastern Suburbs Suicide Prevention Network representative Isabelle Shapiro. The exhibition was on display and the short films screened for a period of two weeks in the Events space at Woollahra Library. Two workshops, in partnership with Australian Centre for Photography, occurred during the exhibition. Thirteen students attended these workshops teaching self-portraiture photography and mobile photography.
- Council adopted new Terms of Reference for the Public Art Panel, which will now operate as part of Council's internal operations.
- Two innovative street murals were completed in May 2017 as part of Council's Up the Wall mural project. Gabrielle Somers and Nastia Gladushchenko's designs were selected from more than 80 submissions for the South Street and Young Street Paddington sites.



Up the Wall mural, South Street - Networks, artist Gabrielle Somers

- Council commenced the Pop up Posters Paddington program in February 2017. This is a visual arts program exhibiting poster artworks by a range of different artists for a period of 3 months at Paddington Library. Pop up Posters featured a Youth Photographic Awards collaboration with the Head On Festival in May 2017.
- Council continued to implement the Woollahra Plaques Scheme to honour famous people or events associated with the Woollahra LGA that have made a significant impact on life in the area or Australia as a nation. Five plaques were unveiled during the year:
 - Herbert Henry (Dally) Messenger, Sportsman
 - John Fairfax, Journalist and publisher
 - Michael Guilfoyle, Landscape gardener and horticulturist
 - John Peter Russell, Artist
 - Sydney's first seaplane flight



Gabrielle Upton MP, Member for Vaucluse, Mayor, Cllr Zeltzer, Cllr Marano and members of the Hordern family at the unveiling of the first seaplane flight.

THEME: Quality places and spaces

Our **Theme: Quality places and spaces** outlines Council's commitment to continue to work to keep our area unique and beautiful and ensure that areas of special character and of heritage significance are protected and enhanced.

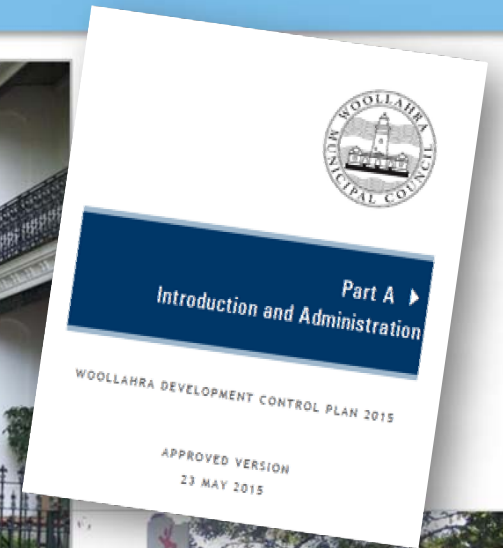
Our **Theme: Quality places and spaces** consists of 3 Goals being:

Goal 4: Well planned neighbourhoods

Goal 5: Liveable places

Goal 6: Getting around

Our Goals are supported by a number of Delivery Program Priorities and Operational Plan Actions.



Goal 4: Well planned neighbourhoods

Our Goal for 2025 is that:

‘Woollahra will have well planned, high quality and sustainable building development that respects and enhances our environment and heritage. It will complement and retain the local character of our suburbs, villages and neighbourhoods and provide access to a range of housing options’

Goal 4 is supported by 7 Priorities in the Delivery Program and included 25 Actions in the 2016/17 Operational Plan.

**Goal 4: Well planned neighbourhoods
Action Status as at 30 June 2017**

STATUS	# of Actions	%
Completed	9	36%
In Progress	12	48%
Ongoing	1	4%
Deferred	2	8%
Not Commenced*	1	4%

*Action will commence in 2017/18.

HIGHLIGHTS for **Goal 4: Well planned neighbourhoods** in 2016/17 include:

- Following the commencement of Woollahra LEP 2014 and Woollahra DCP 2015 in May 2015, bringing into operation a new comprehensive legislative and policy framework for planning across the Woollahra Local Government Area, a number of actions have been completed, are in progress or planned to refine them including:
 - amendment of the car parking chapter of Woollahra DCP 2015 in response to recommendations from the car parking generation rate review;
 - deferred matters from Woollahra LEP 2014;
 - options available to amend planning controls and other requirements for subdivision;
 - review of current height and FSR controls for properties in Oxford Street, Paddington, between Barcom Avenue and West Street;
 - establishment of a working party to review building envelope related controls in chapter B3 of Woollahra DCP 2015.

- A consultant has been commissioned to carry out a review of planning controls for the Edgecliff Commercial Centre corridor. A draft report has been completed which is being reviewed and will be presented to Council in the second quarter of 2017/18.

- On 28 November 2016 Council resolved not to proceed with a site-specific DCP for White City and to discontinue the two planning proposals relating to heritage item listing and height controls.
- Work commenced on a report on measures that can be adopted by Council, both in our planning instruments and in the use of our property portfolio, to increase affordable housing stock in a coordinated and strategic manner across the LGA. It is anticipated a report will be presented to the Urban Planning Committee in the second quarter of 2017/18.
- The development approval of works to the value of \$446,095,849 during the 2016/17 financial year. The average value of works was \$775,819 with a total of 575 Development Applications determined during the 2016/17 financial year.
- The successful defence of 39 (five are still ongoing so the successful defence could be more once these have been finalised) out of 53 appeals in the Land and Environment Court.



Goal 5: Liveable places

Our Goal for 2025 is that:

‘Woollahra will be a community with accessible, integrated and well maintained public places and open spaces. We will have clean and well maintained infrastructure and community facilities. It will be a safe and attractive place with high quality public and private facilities and amenities’

Goal 5 is supported by 16 Priorities in the Delivery Program and included 14 Actions in the 2016/17 Operational Plan.

**Goal 5: Liveable places
Action Status as at 30 June 2017**

STATUS	# of Actions	%
Completed	5	36%
In Progress	3	21%
Ongoing	6	43%
Deferred	-	-
Not Commenced	-	-

HIGHLIGHTS for **Goal 5: Liveable places** in 2016/17 include:

- Lyne Park Seawall reconstruction project, partly funded by \$491,711 in grants from the NSW Department of Industry (Lands). In total 138m of seawall was replaced. The new seawall is higher than the previous wall providing protection for projected climatic sea level changes. The seawall is constructed of sandstone and looks remarkable with turf areas levelled and planted out to finish off these significant civil works.



A small section of the new Lyne Park seawall

- Suffolk Street – a major streetscape upgrade as trees and their roots had seriously compromised the footpath. The trees and footpath were removed, the footpath was replaced and new large tree pits were excavated and new, more suitable tree species were planted which will see a beautiful new streetscape develop in the coming years.



Suffolk Street footpath works

- Wentworth Street, Point Piper – Wentworth Street suffered from a very poor road surface. Over 5,000m² of road has now been resurfaced along with large stretches of new kerb, gutter and footpath to improve the general road infrastructure.

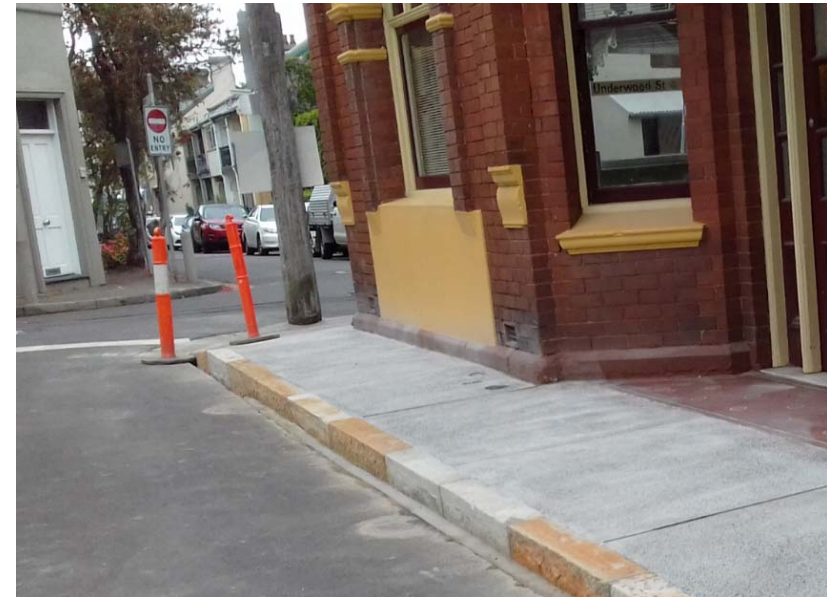
- Sutherland Street, Paddington, Jersey Road to Elizabeth Street - Every surface has been renewed, giving a sparkle to the previously tired area. Tree roots under the road were removed at the Elizabeth Street corner and the experience to drive around this area is completely transformed and is smooth and flat.



Sutherland Street, Paddington

- Rivers Street, Bellevue Hill, Bellevue Road to Victoria Road – this project looks like a pretty generic example of like-for-like Road Infrastructure Renewals with new for old assets. What wouldn't be noticeable is the improvements in the vertical levels of the gutter levels which improves driveway profiles and drainage characteristics.

- Dumaresq Reserve seawall reconstruction – the same contractor building Lyne Park Seawall was engaged via emergency processes to expedite works to secure the Reserve which suffered badly in the June 2016 storms.
- Village High Road, Vacluse, Kings Road to Macquarie Place - Macquarie Place had previously collapsed with some long term erosion and a private developers vehicles incident which caused a collapse and saw this area to be permanently closed to pedestrians. The Road Infrastructure Renewals has completely fixed this problem area and re-instated Macquarie Place back to the community. Additionally Village High Road infrastructure has all been renewed namely kerb, gutter, sections of footpath and the road surface.
- McGarvie Street, Paddington – replacement of footpath and sandstone kerb, a challenging job due to the narrow footpath and very narrow street.
- Road resheeting programme 2016/17 - a programme of 23 sites spread over 5 wards which renewed road surfaces. Most of these sites also required civil works in advance involving kerb ramp upgrades and gutter replacement. There are always challenges with resheeting a road in high urbanised areas due to space limitations and the temporary need to clear densely parked vehicles.
- Flood studies, floodplain risk management strategies and plans have been completed for Rushcutters Bay, Double Bay, Rose Bay and Watsons Bay. The Paddington flood study has commenced.



McGarvie Street, Paddington

- Gap Park: installation of additional fencing in the vicinity of Dunbar Anchor and the replacement of two CCTV poles.
- Completion of construction of Stages 1 and 2 of the Rose Bay Pedestrian Trail with further work planned for 2017/18.
- Continued replacement of pathways in Cooper Park.
- Completion of Rushcutters Bay Park lighting upgrade.

- Replacement of the Holdsworth Street Community Centre playground.



Holdsworth Street Community Centre Playground

- Commencement of construction of a synthetic sportsfield at Woollahra Park.
- Turf renovations at Lyne Park and Christison Park.
- Tree Management Team assessed 400+ development applications involving works impacting trees and new landscapes.
- Tree Management Team assessed over 580 applications to prune / remove trees.

- 229 trees were planted throughout the Municipality.
- Over 7,000 plants have been planted throughout Council's bushland reserves.
- Volunteers have planted over 5,000 plants throughout Bushcare sites.
- 617 social and casual events (weddings, birthdays and corporate events) were approved in Council parks.
- 4,000+ sports fields bookings were approved (school and clubs training and games).
- 196 filming permits were approved throughout the Municipality.
- 33 personal trainer permits were processed.
- Large special events during 2016/17 included:
 - City to Surf,
 - Bondi Tens (Woollahra Ovals 2 & 3),
 - Double Bay Street Festival (Guilfoyle and Steyne Parks),
 - Rotary Charity Regatta (Rushcutters Bay Park),
 - Orange Festival (Robertson Park),
 - New Year's Eve Beach Charity Dinner Bay Soiree (Watsons Bay Beach),
 - Shakespeare by the Bay (Robertson Park),
 - Cambridge Markets (Pannerong Reserve),
 - Sail Sydney Regatta (Lyne Park),
 - JJ Giltinan Regatta (Steyne Park),
 - Boxing Day Car Parking CYCA (Rushcutters Bay Park),
 - Christmas Carols (Chiswick Gardens and Pannerong Reserve).

Goal 6: Getting around

Our Goal for 2025 is that:

‘Woollahra will be a place where it is easy to get around, easy to access our foreshore, our recreation facilities, our green open space and our public and private institutions. We will also have easy access to the city and its wide range of services and facilities and be able to access public transport, walking and cycling routes within our area’

Goal 6 is supported by 8 Priorities in the Delivery Program and included 3 Actions in the 2016/17 Operational Plan.

Goal 6: Getting around

Action Status as at 30 June 2017

STATUS	# of Actions	%
Completed	-	-
In Progress	-	-
Ongoing	3	100%
Deferred	-	-
Not Commenced	-	-

HIGHLIGHTS for **Goal 6: Getting around** in 2016/17 include:

- Work commenced on a traffic signage audit across the Woollahra LGA. Work will continue in 2017/18.
- Parking meters have been upgraded to improve ease of use and payment options.
- Completion of a pedestrian crossing upgrade on Victoria Road, Bellevue Hill.



Pedestrian Crossing – Victoria Road, Bellevue Hill

- Completion of a pedestrian refuge upgrade on Bathurst Street at Edgecliff Road.



Pedestrian Refuge – Bathurst Street at Edgecliff Road

- Completion of a pedestrian refuge upgrade on Edgecliff Road at Wellington Street.



Pedestrian Refuge – Edgecliff Road at Wellington Street

- The design has been completed, approved by the RMS and contractors engaged to carry out the road safety improvement work on New South Head Road between Newcastle Street and Dover Road which is funded under the RMS Black Spot Program. The works involve widening the footpath and traffic signal modifications to make it easier for pedestrians to cross New South Head Road.
- The concept design and community consultation has also been completed for the New South Head Road shared path between William Street and Norwich Road. \$900,000 has been provided in the 2017/18 budget, half funded by the RMS Active Transport Program.
- Numerous other traffic related projects completed.

THEME: A healthy environment

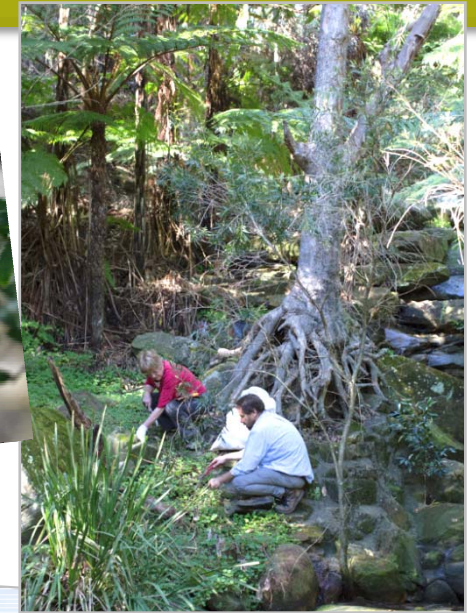
Our **Theme: A healthy environment** outlines Council's commitment to improving native bushland through a bush regeneration program, the implementation of a tree management policy and managing tree preservation orders for trees on private and public land'.

Our **Theme: A healthy environment** consists of 2 Goals being:

Goal 7: Protecting our environment

Goal 8: Sustainable use of resources

Our Goals are supported by a number of Delivery Program Priorities and Operational Plan Actions.



Goal 7: Protecting our environment

Our Goal for 2025 is that:

‘Woollahra will be a place where the natural environment will be protected and conserved from adverse impacts, to preserve our vegetation and wildlife habitats’

Goal 7 is supported by 9 Priorities in the Delivery Program and included 3 Actions in the 2016/17 Operational Plan.

**Goal 7: Protecting our environment
Action Status as at 30 June 2017**

STATUS	# of Actions	%
Completed	-	-
In Progress	-	-
Ongoing	3	100%
Deferred	-	-
Not Commenced	-	-

HIGHLIGHTS for **Goal 7: Protecting our environment** in 2016/17 include:

- Approximately 150 people attended National Tree Day and planted 850 seedlings of native trees and bushes to help regenerate native bushland in Cooper Park, Bellevue Hill.
- Council’s coastal activities as part of Summerama continued to be very popular amongst the general community and families looking for hands-on educational activities during the school holidays.



Rock pool Ramble Tour at Camp Cove – January 2017

- Council has a number of ways of preventing waste from entering or re-entering Sydney Harbour. In 2016/17 we collected:
 - 156 tonnes of waste from beach cleaning;
 - 45 tonnes of waste from gross pollutant traps; and
 - 2 tonnes of waste from raingardens.

- The Community Environmental Grants program supported 10 sustainability projects with \$9,615, benefitting community groups, local schools, and early learning centres in the municipality. Details of the grants are provided in Part 3 of the Annual Report.
- Council launched a new program to engage residents and help address the issue of plastic litter in the Harbour. HarbourCare was launched with a movie screening and Q&A session at Woollahra Library, Double Bay. The event was attended by 120 people including a local community group, educators and families.
- There is a strong interest in sustainability amongst the local community with organic gardening being a popular topic. Gardening workshops continue drawing a lot of interest in areas such as plant propagation, native bee keeping and gardening in small spaces.



Plant Propagation Workshop at Rose Bay Community Garden, April 2017

- Over 16 hectares of bushland are under the care of Council's Bush Management Team. Works include: weed removal, habitat conservation and development and native revegetation.



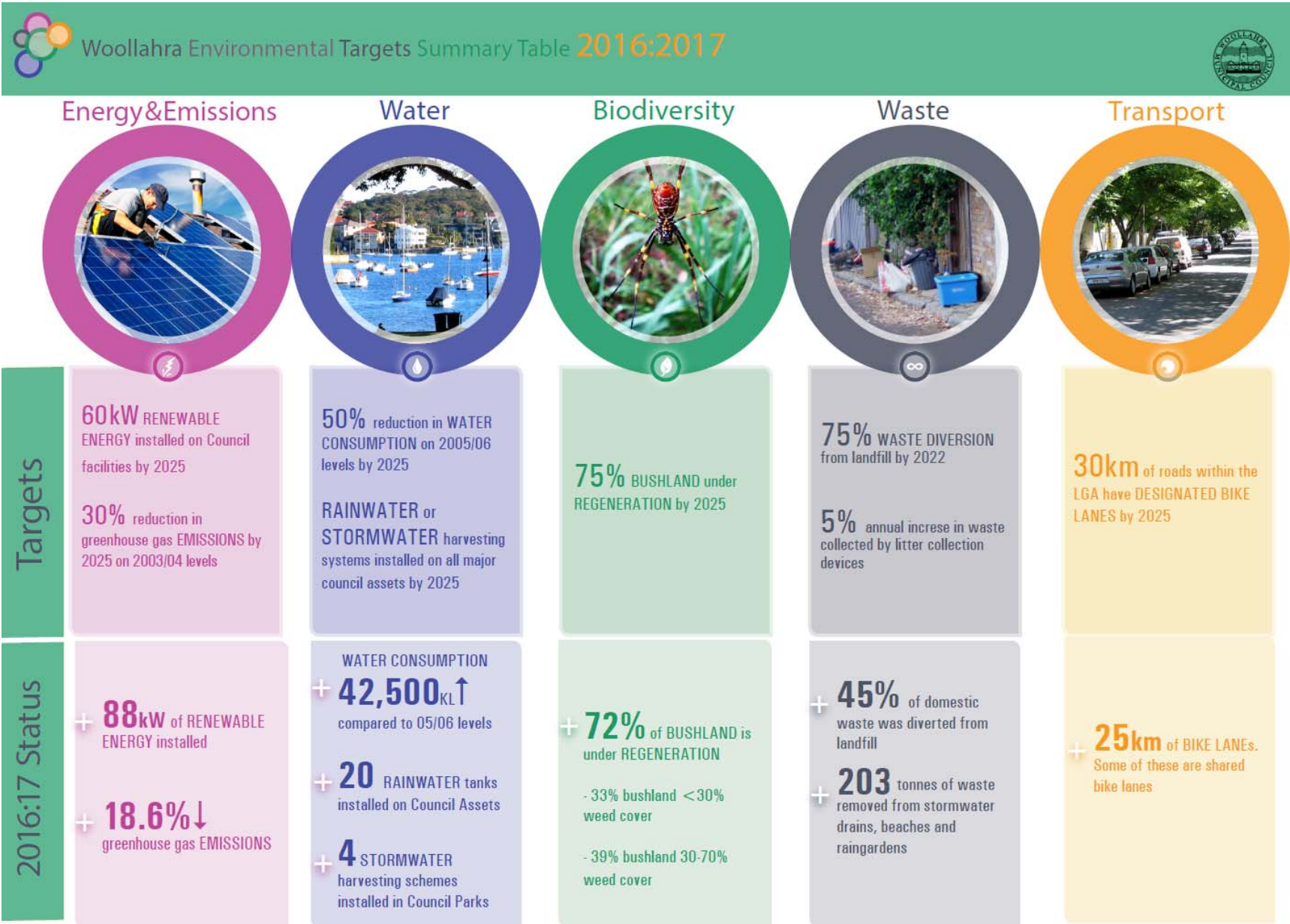
Resident of Parsley Bay Reserve 2016

- This year we reviewed the way bushland is measured and monitored. All bushland areas have been measured, mapped and classified into three management zones. Primary areas have greater than 70% weed density, secondary have 10% to 70% weed density and tertiary have less than 10% weed density. Tertiary areas are considered fully regenerated, however, they still require ongoing maintenance.
- Bushland Restoration Plans have been developed for Cooper, Gap, Harbourview, Parley Bay and Trumper Parks and Johnston's Lookout. Over recent years the total bushland regeneration area has increased by 11,000m².

- Over 245Ha of urban forest has been established across the local government area. This includes 49Ha of terrestrial remnant vegetation and 196Ha of non-remnant vegetation (e.g. revegetated bushland, native and non-native bushlands, gardens and trees).
- Council partnered with the University of Sydney to undertake a research program with the purpose of establishing a low impact maintenance procedure for swimming net enclosures. This program should minimise the impact to local sea horse populations that reside on the nets.
- Council supported the incorporation of a new community group to manage Cooper Park Community. Community engagement included a bus tour of community gardens and an information day joined by 30 local residents interested in the garden.
- Council continued to implement projects included in the Woollahra Environmental Sustainability Action Plan. Projects completed to date include:
 - 88kW of renewable energy sources installed across Council owned sites.
 - 18.6% reduction in greenhouse gas emissions from Council facilities, noting the two new commercial buildings at Kiaora Place are now included.
 - 20 rainwater tanks installed across Council owned sites.
 - 4 large scale stormwater harvesting projects (Cooper Park, Rose Bay, Christison Park and Parsley Bay).
 - 25 kilometres of bicycle lanes.
 - 389 LED streetlights installed across our residential roads.



Solar PV System installed on Fletcher Street Depot.



Goal 8: Sustainable use of resources

Our Goal for 2025 is that:

‘Woollahra will reduce energy and water use, reduce emissions and develop adaptation actions that will reduce the impacts of climate change. We will minimise waste generation and encourage resource recycling’

Goal 8 is supported by 12 Priorities in the Delivery Program and included 7 Actions in the 2016/17 Operational Plan.

**Goal 8: Sustainable use of resources
Action Status as at 30 June 2017**

STATUS	# of Actions	%
Completed	2	28.6%
In Progress	1	14.3%
Ongoing	4	57.1%
Deferred	-	-
Not Commenced	-	-

HIGHLIGHTS for **Goal 8: Sustainable use of resources** in 2016/17 include:

- Council continues to implement projects included in the Woollahra Carbon Reduction Strategy and Action Plan 2010-2015. Projects implemented in 2016/17 include:
 - Solar PV System installed on Quarry Street Depot;
 - Solar PV System installed on Fletcher Street Depot;
 - Solar PV System installed on Watsons Bay Library;
- Following completion of detailed contract negotiations during 2016/17 Council, in July 2017, commenced a 10 year contract to dispose of Woollahra’s domestic waste to an Alternative Waste Treatment site in Woodlawn. This is a significant advancement in our waste treatment as the waste transferred to this plant will be converted into clean energy and compost, which will be used to rehabilitate the Woodlawn mine site. This contract will result in 55% of our residual waste being diverted from landfill and assist Council in meeting the State Government’s diversion figures.

- Council carried out a range of initiatives in 2016/17 to reduce the amount of Woollahra’s waste that ends up in landfill, including:
 - Holding Second Hand Sunday events in Paddington in April and September;
 - E-waste collection day held twice a year in May and November. This resulted in collection and recycling of over 30 tonnes of e-waste over the financial year;
 - Compost revolution;
 - Supporting the “Love Food Hate Waste” campaign;
 - Supporting the Garage Sale Trail;
 - Supporting Schools’ Recycling Workshops.
 - Carried out a regional educational campaign to provide a united message to improve recycling in unit blocks.

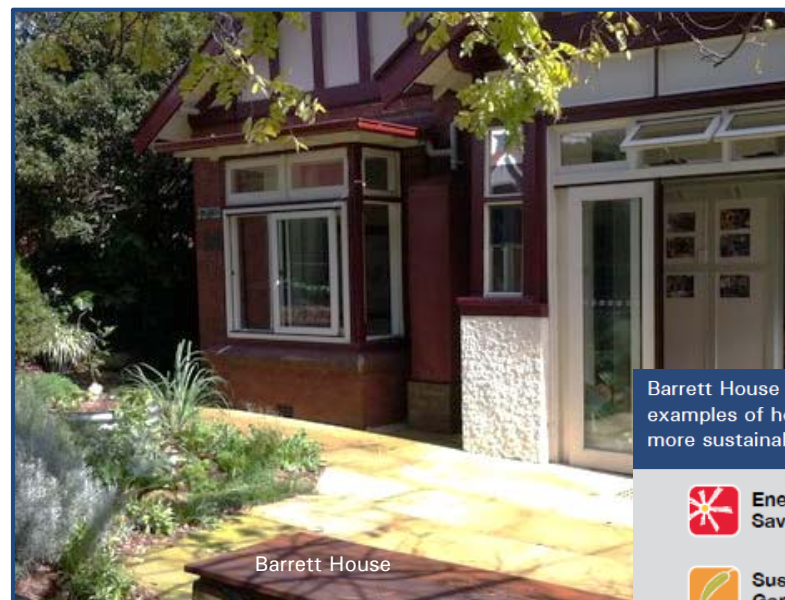
- Council collected 11,371 tonnes of domestic waste and 5,679 tonnes of recyclables in 2016/17. All recyclables were diverted from landfill and recycled.

- Council collected 3,753 tonnes of organic material in 2016/17, all of which was diverted from landfill and re-used.

- Council collected 1,504 tonnes of household clean-up, of which 180 tonnes was diverted from landfill and recycled.



- 3 Council Regional Environment Program (a joint initiative of Woollahra, Waverley and Randwick Councils). Projects include:
 - **Compost Revolution** – online tutorials and workshops to educate residents and provide them with compost bins and worm farms.
 - **Solar My School** – helping schools and preschools across the eastern suburbs to install solar PV systems to reduce their energy demand and greenhouse gas emissions.
 - **Drive the adoption of electric vehicles** – planning for electric vehicle charging infrastructure at key shopping, leisure and commuter locations to enable the uptake of electric vehicles for both residents and businesses.
 - **Barrett House** – sustainable demonstration house, used as a joint council venue for sustainability events and workshops.
 - **Commercial Organic Business Case** – investigations to determine the feasibility of establishing a commercial organics collection service for Council’s trade waste customers.
 - **Eastern Suburbs Low Carbon Plan** – regional plan identifying six cost effective and feasible opportunities for reducing greenhouse gas emissions across the eastern suburbs.



Barrett House uses working examples of how we can live more sustainably through:

-  Energy Saving
-  Sustainable Gardening
-  Recycling and Reducing Waste
-  Growing Food
-  Water Saving
-  Green Transport
-  Water Collection and Reuse



THEME: Local prosperity

Our **Theme: Local prosperity** outlines Council's commitment to improve and promote our town centres, improve our understanding of local tourism trends and the role tourism plays in the local economy.

Our **Theme: Local prosperity** consists of 1 Goal being:

Goal 9: Community focused economic development

Our Goals are supported by a number of Delivery Program Priorities and Operational Plan Actions.



Goal 9: Community focused economic development

Our Goal for 2025 is that:

‘Woollahra will maintain the diversity of our local economic base and encourage new business into the area that will enhance and positively impact on community life’

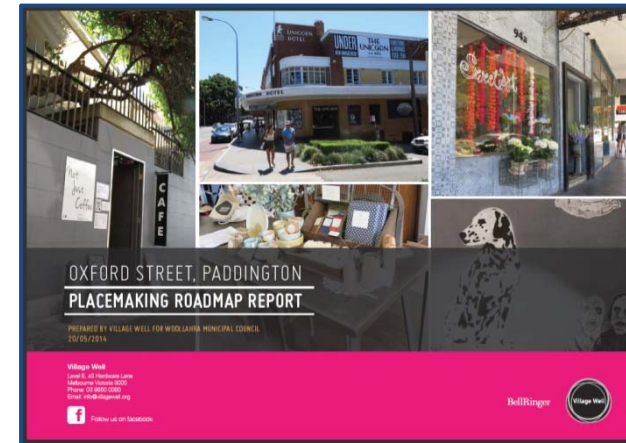
Goal 9 is supported by 9 Priorities in the Delivery Program and included 5 Actions in the 2016/17 Operational Plan.

**Goal 9: Community focused economic development
Action Status as at 30 June 2017**

STATUS	# of Actions	%
Completed	-	-
In Progress	1	20%
Ongoing	4	80%
Deferred	-	-
Not Commenced	-	-

HIGHLIGHTS for **Goal 9: Community focused economic development** in 2016/17 include:

- Continuation of a program of priority initiatives aimed at the revitalisation of Oxford Street Paddington.



- Regular meetings of the Oxford Street Working Party, bringing together a representative group of Oxford Street stakeholders, including representatives from the Sydney City Council.
- Ongoing financial and in kind support to the Paddington Business Partnership.
- Ongoing financial and in kind support to the Double Bay Chamber of Commerce.

- Continued implementation of the Double Bay Place Plan, adopted in December 2014, which sets out an ambitious set of strategies and actions aimed at achieving a new vision and place story for Double Bay. It introduces a placemaking approach to the management, future planning and development of the Double Bay commercial centre. The plan includes all the physical, social, cultural, economic and environmental things we need to do across the disciplines of land use planning, urban design, social, cultural, environmental and business development.



- Significant progress was made on the Cross Street Cinema project with a preferred consortium, Built / Axiom / Palace selected following an Expressions of Interest process. Negotiations have reached the final stages on in-principle commercial terms.

Streetscape Works Program highlights for 2016/17 include:

- Implementation of the Queen Street Masterplan commenced with the upgrade of tree pits.
- Further Streetscape works for Edgecliff completed.
- Streetscape works for William Street, Paddington completed with Local Infrastructure Renewal Scheme subsidy funding.
- Continuation of the bus shelters replacement program, replacing asbestos roofs on a number of heritage bus shelters.
- Progression of Double Bay Lighting Scheme and CCTV projects.

THEME: Community leadership and participation

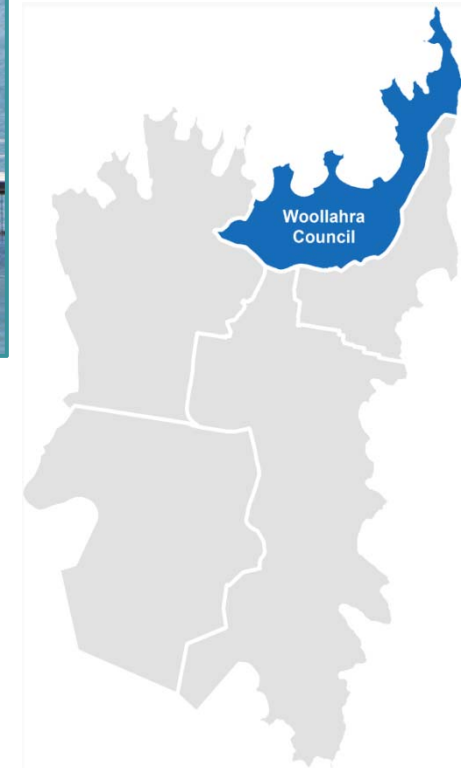
Our **Theme: Community leadership and participation** outlines Council's commitment to the highest standards of corporate governance.

Our **Theme: Community leadership and participation** consists of 2 Goal being:

Goal 10: Working together

Goal 11: A well managed Council

Our Goals are supported by a number of Delivery Program Priorities and Operational Plan Actions.



Goal 10: Working together

Our Goal for 2025 is that:

‘Woollahra will be a place where residents are well informed and able to contribute to their community. Council will listen and respond to requests and concerns through open communication and engagement’

Goal 10 is supported by 4 Priorities in the Delivery Program and included 3 Actions in the 2016/17 Operational Plan.

**Goal 10: Working together
Action Status as at 30 June 2017**

STATUS	# of Actions	%
Completed	3	100%
In Progress	-	-
Ongoing	-	-
Deferred	-	-
Not Commenced	-	-

HIGHLIGHTS for **Goal 10: Working together** in 2016/17 include:

Building community awareness and engagement is an important priority for us. We use a diverse range of communication mediums to meet the needs of our community, from media stories in the local press to community consultation sessions, events, advertising, website, social media, direct mail and e-newsletters. A monthly, ‘Woollahra News’ published in the Wentworth Courier provides a summary of key events and news. Council also issues print and digital copies of our business papers and meeting minutes, as well as general information on the Woollahra LGA.

To demonstrate our commitment to working together – we listen to our community and act as advocates. We also take a lead role in providing opportunities to work with and alongside the community.

Our extensive annual events program helps us reach community members who would not typically engage with Councils. In the last 12 months, we hosted more than 280 events. Through these events, we are able to foster connections within our community. We aim to develop creativity, promote sustainability and enhance cultural development. We have partnered with public and private organisations to host events that are informative, entertaining and enjoyable.

We support, partner and sometimes provide grants or funding support for events and projects that are all about “working together” with our community and local organisations. Some examples include community carols, Chanukah by the Bay, the Double Bay Street Fair, Five Ways Fusion and the Rose Bay Street Fair.

We work closely with our schools through a range of arts and cultural initiatives (including the Woollahra Small Sculpture Prize, the Environmental School Sculpture Prize and the Woollahra Youth Photographic Awards and Short Film Prize). Council's Communications department continued to work with our environmental education team to conduct school tours in association with local school teachers. Feedback has been excellent.

Our Community Services Department is in regular contact with local community groups and organisations to develop and nurture relationships within the community. We provide support and funding for projects and events that reach out into the community and deliver practical skills and support and manage a range of community projects (including an Aged and Disability Needs study and sticky beak brunch event for families).

We highlight excellent community leadership through an annual citizenship awards program to give credit to individuals and community groups that make outstanding contributions to our local community. These people are our local heroes. They deserve our thanks and accolades.

We also recognise that deciding to become an Australian citizen is a milestone event and we aim to make each monthly ceremony we host an event to remember for each of our residents, their family members and friends.



Goal 11: A well managed Council

Our Goal for 2025 is that:

‘Woollahra will be open and accountable to all stakeholders, encourage participation in decision making and make decisions that are in the public interest. Through effective long term planning we will develop and implement strategies and ensure ongoing resources to fulfil long term community goals’

Goal 11 is supported by 15 Priorities in the Delivery Program and included 14 Actions in the 2016/17 Operational Plan.

**Goal 11: A well managed Council
Action Status as at 30 June 2017**

STATUS	# of Actions	%
Completed	4	28.6%
In Progress	6	42.9%
Ongoing	3	21.4%
Deferred	-	-
Not Commenced*	1	7.1%

*Action will commence in 2017/18.

HIGHLIGHTS for **Goal 11: A well managed Council** in 2016/17 include:

- Council maintained its strong stance against the State Government’s proposal to merge Woollahra Council with Randwick and Waverley Councils. Council launched legal proceedings in the Land & Environment Court challenging various aspects of the State Government’s merger proposal and its decision-making process. These proceedings were dismissed by a judgement delivered on 20 July 2016. Council appealed that judgement to the NSW Court of Appeal. That appeal was subsequently dismissed on 22 December 2016.

The High Court of Australia granted Council Special Leave to Appeal the decision of the Court of Appeal at a hearing in Canberra on 12 May 2017. It was expected the High Court would here Council’s appeal in October 2017.

While outside the relevant period for this Annual Report, it is important to note that, on 21 August 2017, the NSW Premier announced that the State Government had abandoned all remaining council merger proposals, including the proposed merger of Woollahra, Randwick and Waverley Councils.

Consequently, The High Court appeal hearing in respect of the proposed merger is no longer required. At the time of writing this Annual Report, how the matter will be concluded in the High Court, including orders in respect of costs, remained unclear.

- Progression of major projects including:
 - Cross Street Car Park, Double Bay;
 - St Brigid's, Double Bay; and
 - Rose Bay Car Parks
- Council achieved most favourable financial results for 2016/17 with a reported operating surplus for the year of \$14.7m or \$10.4m after capital grants & contributions. The budget result was also most pleasing with Council achieving a budget surplus of \$1.481m for the year.
- The 2016/17 financial statements were audited for the first time by the NSW Auditor General. It was pleasing to receive an unmodified audit opinion from the Auditor General. The Auditor's Reports on the Financial Statements for 2016/17 noted that Council exceeded all performance ratio benchmarks.
- Capital Projects related to Goal 11 completed during 2016/17 include:
 - St Brigid's roof replacement.
 - Upgrade of Cooper Park Tennis Courts amenities.
 - Roofing works at Redleaf Café.
 - Telephone system upgrade.
 - Desktop PC and notebook replacement.